Ministry of
Community, Sport and Cultural Development
and Minister Responsible for TransLink

2017/18 – 2019/20
SERVICE PLAN

February 2017

BRITISH
COLUMBIA

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Minister
Accountability Statement

The *Ministry of Community, Sport and Cultural Development 2017/18 - 2019/20 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared.

Honourable Peter Fassbender
Minister of Community, Sport and Cultural Development
Minister Responsible for TransLink
February 21, 2017

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Purpose of the Ministry

The Ministry of Community, Sport and Cultural Development brings together key government services and supports to help to make B.C. communities great places to live, work, visit and invest. The Ministry takes leadership in supporting local governments, non-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, socially and environmentally responsible and full of opportunities for participation in sport and the arts.

The Ministry oversees the following Crown corporations, agencies, boards and commissions, which are integral to achieving the Ministry's mission: the BC Arts Council, the BC Assessment Authority, the BC Games Society, the Board of Examiners, the Islands Trust Fund, and the Royal BC Museum. The Ministry also oversees the Office of the BC Athletic Commissioner and the University Endowment Lands, administers the annual Property Assessment Review Panel process and supports the Audit Council for the Auditor General for Local Government. The Ministry is also responsible for TransLink policy and governance.

In addition, the Ministry works in close partnership with provincial, federal and municipal governments and agencies, as well as private and not-for-profit organizations. Some of these key partners include: Infrastructure Canada, the Municipal Finance Authority of British Columbia, the Local Government Management Association of BC, the Government Finance Officers Association of BC, the Municipal Insurance Association of BC, and the Union of British Columbia Municipalities (UBCM).

The effective delivery of the Ministry's mandate relies on key legislation, including: the *Local Government Act*, the *Community Charter*, the *Vancouver Charter*, the *Arts Council Act*, the *Assessment Act*, the *Gaming Control Act*, the *Athletic Commissioner Act*, the *Auditor General for Local Government Act* and the *South Coast British Columbia Transportation Authority Act*.

Strategic Direction and Context

Strategic Direction

In her *Mandate Letter* to Minister Peter Fassbender, Premier Christy Clark outlines key expectations for the Ministry, including implementing expense limits for local government elections, working with the federal government to secure infrastructure funding, implementing an action plan to grow B.C.'s creative economy, making recommendations to Cabinet on ways to improve transit in Metro Vancouver, and balancing the Ministry's budget. The letter also directs the Ministry to continue to work collaboratively with the Ministry of Natural Gas Development to ensure communities facing growth due to LNG development are provided support to manage and mitigate the impacts of significant economic development and population growth. In addition, the Ministry contributes to the success of government priorities of a strong economy and a secure tomorrow, including working to advance the *BC Jobs Plan*, reducing red tape and building partnerships with First Nations.

The Ministry and the associated agencies, boards and commissions adhere to the Taxpayer Accountability Principles, which outline standards of fiscal responsibility and transparency across government.

Strategic Context

The Economic Forecast Council (EFC) expects British Columbia's real GDP to grow by 2.3 per cent in 2017 and 2.2 per cent in 2018. Meanwhile for Canada, the EFC projects national real GDP growth of 1.9 per cent in 2017 and 2.0 per cent in 2018. As such, B.C.'s economic growth is expected to outperform Canada in the coming years. Downside risks to B.C.'s economic outlook include the potential for a slowdown in North American economic activity, ongoing fragility in Europe, slower than anticipated Asian demand (particularly in China), and uncertainty in the outlook for the Canadian dollar.

British Columbia is a vibrant and diverse province, with a wealth of natural and human resources and residents who enjoy a rich quality of life. For some B.C. communities, shifting global markets and a changing environmental context have resulted in challenges, including diminished local government tax revenues from industrial downsizing. In other parts of the province, communities are responding to changes stemming from increased industrial growth. As it works to create jobs and grow the economy, government will have an opportunity to address these dynamics through focusing on strong relationships with communities and First Nations and engaging the federal government on priority programs, such as public transit and green infrastructure. Government and communities continue to respond to the impacts and seize the opportunities of urban change, whether demographic or growth-related. British Columbia is a worldwide leader in the fight against climate change and under its new *Climate Leadership Plan* remains committed to working with industry, communities and First Nations to take action to reduce Green House Gas emissions while continuing to grow the economy and create jobs.

B.C. is a culturally rich province that is home to a world-renowned creative sector. The creative economy is an important part of B.C.'s diverse economy. B.C.'s total culture GDP in 2014 was about $6.7 billion, a $1 billion increase since 2010.[1] In addition, a vibrant arts and culture sector is a key factor in attracting skilled workers and corporate investment as well as enhancing the quality of life in communities throughout the province.

Sport is a powerful tool to foster positive health, social and economic outcomes in communities across British Columbia. In order to help ensure all British Columbians enjoy these benefits, the Ministry will continue to work with sport and multi-sector partners to reduce barriers to participation and achievement, including measures to reduce instances of bullying which may disenfranchise particpants. A further particular emphasis will be on promoting an inclusive environment for sport—one that supports government priorities and investments such as the *BC Jobs Plan*, *Accessibility 2024*, *Active People, Active Places-BC Physical Activity Strategy* and the *First Nations Truth and Reconciliation Call to Action.*

[1] Data from the Culture Satellite Account (CSA), a federal government accounting framework developed by Statistics Canada. Due to amount of time it takes to analyse the information, releases are often a few years behind.

Goals, Objectives, Strategies and Performance Measures

This Service Plan outlines the Ministry's goals and objectives for the 2017/18 – 2019/20 fiscal years and identifies key strategies the Ministry intends to pursue to achieve them. Over the next three years, the Ministry will work towards achieving the following outcomes:

- Goal 1: Communities and regions are effectively governed
- Goal 2: Communities and regions are vibrant and sustainable
- Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric
- Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement
- Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

The Ministry operates under the Taxpayer Accountability Principles that strengthen accountability to the citizens of B.C. by providing a common platform of compensation and accountability across the public sector. The six principles—cost consciousness (efficiency), accountability, appropriate compensation, service, respect, and integrity—are integrated into the Ministry's operations and reflected through the goals and objectives of this Service Plan.

Goal 1: Communities and regions are effectively governed

Objective 1.1: A sound governance system that balances local government autonomy and provincial responsibilities for the benefit of citizens

Strategies

- Review and monitor the policy, legislative and regulatory framework, and propose changes where needed to assist local governments to govern effectively and meet citizens' needs. Included in these efforts will be the implementation of expense limits for the 2018 local government elections.
- Encourage citizen and local government engagement in decision-making by providing advice and resolving problems on governance, finance, land use and other matters of interest to citizens, as well as developing public information and furthering education with partner organizations.
- Support communities in assessing their local and regional governance—including with respect to services and how local decision-making is organized—and, where appropriate, support

communities in changing local government structure by contributing resources to developing a shared understanding of the facts and implications of proposed local government restructuring.

- Provide leadership as TransLink works with the Mayors' Council on Regional Transportation to plan and implement an efficient and accountable transportation system that can accommodate the anticipated long-term population growth in the region.
- Work to ensure there is a fair, accountable and transparent property assessment system, including an independent appeal process.
- Support local governments in building respectful relationships with First Nations by contributing funding to the Community to Community Forum program which enables local governments and their First Nations neighbours to come together locally to build mutual understanding.
- Work to ensure that the annual Union of British Columbia Municipalities convention provides a comprehensive exchange of ideas between government and its municipal partners.

Objective 1.2: Local governments are able to meet the service needs of their residents

Strategies

- Enable local governments to maintain core human resource capacity by providing stable, predictable and timely funding to small and medium sized local governments through the administration of Small Community and Regional District Grants.
- Work with the federal government to participate in, and benefit from, new infrastructure programs and funding for B.C. communities, including for transportation in Metro Vancouver.
- Facilitate existing infrastructure grants to enable local governments to provide services to residents and create the conditions needed for economic growth.
- Provide targeted funding for policing, crime prevention and community safety by returning net traffic fine revenues to local governments.
- Support local governments to make effective, integrated and collaborative service provision choices, including through problem solving, guidance and program support for delivery of local and regional services such as water, recreation and economic development.
- Partner with TransLink, the Mayors' Council on Regional Transportation and the federal government to deliver key Phase One infrastructure and service improvements over the next three years.
- In partnership with key stakeholders, identify opportunities to leverage the increased value of properties adjacent to transit and reinvest that value for the benefit of the region.
- Encourage strong fiscal and asset management practices to encourage the development of sustainable infrastructure and amenities to accelerate economic development for communities.

- Partner with organizations such as Asset Management BC, Government Finance Officers Association of BC, Local Government Leadership Academy, Local Government Management Association of BC, Planning Institute of BC, and the Union of British Columbia Municipalities to educate and build capacity in local governments.

Performance Measure 1: **Number of municipalities collecting at least 90 per cent of their current year taxes**

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of municipalities collecting at least 90 per cent of their current year taxes.	155	155	155	155

Data Source: Local governments provide the Ministry with financial data at the end of the fiscal year. The Ministry's reporting requirements are comprehensive and the data received is highly accurate. There were 162 municipalities in B.C. in January 2017.

Discussion:

Property taxes are the main source of annual municipal revenues and are therefore crucial in enabling municipalities to provide services to their residents. By monitoring the number of municipalities that collect at least 90 per cent of their current year taxes, the Ministry is able to focus efforts on communities that may need assistance in assessing their financial capacity and addressing challenges. Ministry efforts include the development and promotion of financial best management practices, along with other decision support guidance documents, as well as the provision, where needed, of direct financial planning assistance and advice.

Performance Measure 2: **Local governments' ability to obtain low-cost, long-term capital financing**

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Municipal Finance Authority's Credit Rating.	AAA	AAA	AAA	AAA

Data Source: Municipal Finance Authority. Ratings provided by the Moody's, Standard & Poor's, and Fitch rating agencies.

Discussion:

The cost of borrowing is a critical concern for local governments when planning capital projects. The Municipal Finance Authority of British Columbia (MFA) was created in 1970 to act as a collective borrowing agency for local governments to provide access to low-cost financing.

The Ministry supports the MFA in obtaining a high credit rating and low rates for borrowing through: the administration of the *Municipal Finance Authority Act*; setting local government borrowing limits; reviewing and approving loan authorization bylaws; setting financial reporting requirements; and ensuring local government financial data is available to the MFA and the financial community.

Objective 1.3: Local governments support a positive environment for business and economic development

Strategies

- Work with partners to ensure property tax on industrial and business properties promotes competitiveness and investment while maintaining local government capacity.
- Encourage local governments to engage with the business sector and other stakeholders to create policies, processes and actions to enable economic growth.
- Promote the reduction of "red tape", in conjunction with the Ministry of Small Business and Red Tape Reduction, to decrease the regulatory burden on citizens and businesses.
- Work with the Ministry of Jobs, Tourism and Skills Training to assist local government efforts to create and implement economic development strategies, policies and actions.

Goal 2: Communities and regions are vibrant and sustainable

Objective 2.1: Communities benefit from the long-term economic, regional and social opportunities that emerge from major industrial growth, including liquefied natural gas

Strategies

- Assist local governments to build the capacity needed to respond to the demands and opportunities for sustained regional economic growth from major industrial activity.
- Build a framework that can serve to leverage the social, economic and community dividends that result from the expansion of industrial activity in the province.

Objective 2.2: Communities have effective water and waste management

Strategies

- Provide targeted funding to local governments to help them achieve provincial water and waste management objectives (for example, the Clean Water and Wastewater Fund, a joint federal/provincial infrastructure-funding program).
- Provide tools and resources to local governments to assist them in conserving and protecting water resources.
- Encourage local governments to use liquid and solid waste as a resource and maximize the recovery value.
- Promote the use of effective life-cycle cost approaches to support local government land use and infrastructure planning.

Objective 2.3: Local governments are implementing strategies to improve community sustainability

Strategies

- Update ministry infrastructure funding programs to encourage local governments to innovate, integrate and prioritize those projects that deliver environmental, economic and/or social benefits.
- In collaboration with the Union of British Columbia Municipalities, provide guidance, advice and tools to help local governments meet their commitments under the *British Columbia Climate Action Charter* and to refresh actions in support of the new *Climate Leadership Plan*.
- Encourage local governments to facilitate the development of affordable market housing options near transit.
- In partnership with the federal government and the Union of British Columbia Municipalities, continue to implement the Federal Gas Tax Transfer Fund that came into effect on April 1, 2014.
- Provide tools and resources for local governments to integrate land use, transportation, infrastructure and financial planning and decision-making.
- Promote the effective development, adoption and implementation of Regional Growth Strategies by providing advice throughout the process and assistance for resolving disputes.
- In partnership with the Ministry of Transportation and Infrastructure, assist communities in implementing priority infrastructure projects that support sustainable service delivery under the New Building Canada-Small Communities Fund Program, a joint federal/provincial infrastructure-funding program.

Performance Measure 3: Percentage of local governments taking action to reduce their carbon footprints

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of local governments taking action to reduce their carbon footprints.	96%	96%	96%	96%

Data Source: Data collected by the Ministry from local government grant recipients under the Climate Action Revenue Incentive Program (CARIP). The measure reflects the percentage of local governments (including the Islands Trust) submitting CARIP reports, which outline local governments' actions to reduce their carbon footprint.

Discussion:

Actions taken by local governments to increase energy efficiency or reduce their corporate and community-wide greenhouse gas (GHG) emissions are key to creating sustainable communities and regions. Local governments are also using planning tools and making more sustainable land use decisions to create complete, compact and energy efficient communities and regions with more diverse housing, greenspace and renewable energy and transportation.

Goal 3: Communities are culturally rich and foster sustainable jobs, economic growth and a vibrant social fabric

Objective 3.1: British Columbia's arts and culture sector is vibrant, resilient and recognized for artistic excellence

Strategies

- Foster artistic excellence in all art forms and practices by investing in artistic exploration and innovation while also strengthening the network of arts and culture organizations through programs offered by the BC Arts Council.
- Strengthen engagement in the arts by increasing the opportunities for British Columbians to participate in the arts and by providing leadership to increase community engagement.
- Support the richness of Aboriginal artists and communities in B.C. by acknowledging the contribution of Aboriginal artists and their culture, and support Aboriginal artists and organizations to help them participate in a wide range of artistic and cultural activities.
- Develop the artistic and adaptive capacity of the arts and culture sector in B.C.
- Engage audiences and artists reflective of the diverse demographics of the province.

Objective 3.2: Implement initiatives to grow B.C.'s creative economy and workforce

Strategies

- Assist B.C.'s creative workers in developing their careers through programs offered by the BC Arts Council and partners.
- Provide funding to encourage the development of more collaborations, creative clusters and co-locations of artists and cultural organizations.
- Invest in training for Aboriginal artists.
- Create opportunities for the cultural sector to access new markets, including by showcasing artists internationally, in order to support success in the province's trade, investment and tourism strategies.
- Maximize public and private investment in the arts by demonstrating the value of public and private partnerships as well as philanthropy.
- Realize the full potential of the creative sector in communities by investing in cultural events and by enhancing partnerships with local governments.
- Foster creativity in children and youth through engagement programs.

Performance Measure 4: Career development opportunities provided to help grow the creative economy and workforce

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Number of career development opportunities provided.[1]	200	210	100[2]	100

Data Source: Arts and Culture Branch and the BC Arts Council.

[1] For the purpose of this measure, career development opportunities are defined as the number of participants in:

- the BC Arts Council's BC Early Career Development programs
- Training for Aboriginal artists
- the ArtsVest sponsorship training
- the Arts Legacy Fund showcasing project

[2] The lower 2018/19 and 2019/20 targets are the result of the ArtsVest program completing in 2017/18. This and other targets may be adjusted upward in the future as plans for additional programs or spaces are finalized.

Discussion:

The government's plan to grow the creative economy aims to drive innovation, productivity and entrepreneurship throughout the province. Developing B.C.'s creative workforce is one of government's key objectives, which the Ministry supports through a number of programs to provide artists and other creative workers with career development opportunities ranging from business training, to opportunities for mentorship, to the showcasing of artists and their work.

Goal 4: The provincial sport sector is robust and supports increased participation and athletic achievement

Objective 4.1: Individuals have more opportunities to participate in sport in order to be more physically active, healthier and achieve their personal goals

Strategies

- Promote opportunities for British Columbians to participate and achieve personal goals in organized sport by supporting programs, services and organizations, such as provincial and multi-sport organizations.
- Provide support to initiatives that reduce geographic, financial and other barriers to participation and achievement in sport (e.g. *Accessibility 2024* initiatives, KidSport BC and BC Sport Participation Program).
- Continue to build on the work of the *Aboriginal Sport, Recreation and Physical Activity Strategy* to support Aboriginal youth in leading healthy and active lives.
- Support the Premier's Awards for Aboriginal Youth Excellence in Sport and other initiatives to promote and advance Aboriginal youth participation and achievement in sport.

- Improve health, social and educational outcomes for youth through school-based and community sport by supporting initiatives such as the After School Sport and Arts Initiative.
- Increase coach and leadership development opportunities and support organizations and programs that promote safe, positive experiences and skill development in sport with a specific focus on injury prevention, inclusion and anti-bullying.
- Work with the provincial sport sector to streamline the sector's operations to create savings available for reinvestment into community programming.

Objective 4.2: Athletes have more opportunities to achieve excellence in sport to inspire greater participation in their home communities

Strategies

- Help B.C. athletes excel by providing resources during their development (e.g. provincial and regional coaching, sport science expertise).
- Support B.C. athletes as they progress and pursue excellence at higher levels of competition (e.g. BC Games, Canada Games, Olympic and Paralympic Games and other major events).

Performance Measure 5: Percentage of B.C. athletes on national teams

Performance Measure	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of B.C. athletes on national teams.[1]	greater than 25%	greater than 25%	greater than 25%	greater than 25%

Data Source: Canadian Sport Institute Pacific.

[1] National teams include those athletes who represent Canada at events such as Olympic, Paralympic, or Commonwealth Games and/or World Championships or who are supported through the Sport Canada Athlete Assistance Program (AAP) in the current year. Other indicators related to this measure that will be monitored are the number of BC Games and Team BC athletes on national teams; medals won at Games and world championships; Team BC performance at Canada Games, Western Summer Canada Games, and North American Indigenous Games. Sports included in the measure are those that have been targeted for enhanced performance support funding. Thirty-two such sports were included in the measure in 2016/17.

Discussion:

This measure reflects the health of B.C.'s sport system—including its organizations, coaches, athlete development programs and facilities—and the value of the province's investment in the system. More than 30 per cent of national team members are B.C. athletes—more than double B.C.'s share of Canada's population (13 per cent). This represents the effectiveness of B.C.'s sport system in supporting our athletes to excel.

Objective 4.3: Major events support sport, economic and community development

Strategies

- Continue to expand the Sport, Arts and Culture Hosting Program with additional toolkit components and knowledge transfer mechanisms.
- Invest in major hosting opportunities that help develop local economies, such as the BC Games, the 2017 Telus Cup (hockey), the 2017 World Rugby Sevens Series (men and women) and the 2018 Scottie's Tournament of Hearts (curling).
- Support a wide range of regional sport events province-wide through the Hosting BC program that bring significant social and economic benefits to communities across B.C.
- Provide oversight to the BC Athletic Commissioner, an independent office that regulates the conduct of professional boxing and mixed martial arts (MMA) as well as amateur MMA, kickboxing, Muay Thai and pankration events throughout British Columbia.

Goal 5: Eligible non-profit societies are supported by community gaming grants to provide programs that benefit communities

Objective 5.1: Eligible non-profit societies are effectively supported through the gaming grants process

Strategies

- Review and update community gaming grants eligibility criteria on an annual basis to maximize positive outcomes for communities.
- Deliver ministry community gaming grants workshops for non-profit societies in all eight economic regions of the province.
- Update the Community Gaming Grants website to enhance the availability of educational materials regarding the program.
- Support community groups such as the BC Association for Charitable Gaming and BC Association of Aboriginal Friendship Centers to assist other not-for-profit organizations to deliver community gaming grants workshops with ministry approved material and to assist non-profit organizations in the application process.
- Provide Community Gaming Grants staff with skills training in customer service and deliver annual customer surveys to clients, beginning in 2017/18.
- Establish a performance measurement framework for the Community Gaming Grants program.

Resource Summary

Core Business Area	2016/17 Restated Estimates[1]	2017/18 Estimates	2018/19 Plan	2019/20 Plan
Operating Expenses ($000)				
Local Government[2]	179,455	234,802	184,897	184,897
Community and Legislative Services[3]	2,214	2,968	2,987	2,987
Arts, Culture and Sport	46,867	47,637	47,685	47,685
Transfers to Crown Corporations and Agencies	11,866	11,866	11,866	11,866
Executive and Support Services	6,356	6,441	6,526	6,526
Ministry Totals	246,758	303,714	253,961	253,961
Special Accounts				
BC Arts and Culture Endowment special account	2,500	2,500	2,500	2,500
Physical Fitness and Amateur Sports Fund	1,700	1,700	1,700	1,700
University Endowment Lands Administration Account	8,442	10,442	10,442	10,442
Total	**259,400**	**318,356**	**268,603**	**268,603**
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Executive and Support Services	1,074	852	2	2
Total	**1,074**	**852**	**2**	**2**

[1] For comparative purposes, amounts shown for 2016/17 have been restated to be consistent with the presentation of the 2017/18 Estimates.

[2] Local Government includes University Endowment Lands (UEL).

[3] Community and Legislative Services includes Assessment Services, Assessment Policy and Support, and Community Gaming Grants.

*Further information on program funding and vote recoveries is available in the Estimates and Supplement to the Estimates."

Appendix: Ministry Contact Information

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Further information on the various programs and services provided by the Ministry of Community, Sport and Cultural Development can be found at www.gov.bc.ca/cscd.

To contact a specific person or program in the Ministry of Community, Sport and Cultural Development, please refer to the B.C. Government Directory.